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PROPOSAL TO THE ACADEMIC SENATE

TITLE: Recognition Award for Faculty

SUBMITTED BY: Dr. Stanley L. Saxton

DATE: November 8, 1984

Indicate the action required: Legislative, Concurrence, or Consultative, and refer to the appropriate reference in the Senate Constitution (Article IIB, 1, 2, 3).

ACTION IS: Consultative REFERENCE IS: _____

DESCRIPTION OF PROPOSAL: State objectives, rationale, and how proposal is to be implemented



*Stan Dayton wrote this on
Senate agenda in Feb.*

The University of Dayton

April 5, 1984

Bro. Joseph Stander, S.M.
Vice President for Academic
Affairs and Provost
University of Dayton
CAMPUS MAIL

Dear Brother Stander:

As you know, we are concerned about the problem of perpetual salary inequality due to salary differences at time of hiring. You also know that I do not argue with the need to pay differential salaries since most of those differences are a consequence of genuine market conditions. I have suggested that the best way to address this problem is to adopt a merit system which would over a period of years reward "high performers" and penalize "stumps." This differential reward ideally would permit the low paid "stars" to gain on the high paid "stumps" such that the differences in salary have a chance to even out, thus making a more just distribution of resources. I have thought a bit more about this position and find it wanting on the following accounts:

- I. I doubt that we could develop a University-wide merit system--too many legitimate differences exist in a multi-university like ours.
- II. If the merit system is on the school level, it will not deal with the possible inequalities across schools or in comparison to the college. Furthermore, I do not think deans and chairpersons have the ability to enact serious merit decisions. If they did, the disruption due to intense competition or anger/discouragement may be more costly than the benefits of more equitable distribution.
- III. Finally, the differences in performance on the department level will not be that great when using the comparison standard of other members of that unit, i.e., members of Department X perform similarly as a whole. Perhaps one or two people "stick out" but on the whole there is a tendency toward the mean within departments (which are the only efficient units of administration for a merit system). Departments seem to adopt a "culture of performance" to which most members conform.

April 5, 1984

I think we should have a merit system and I think it should be as standard as possible across the University. But that approach will not handle my problem; another approach must be developed.

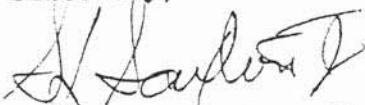
I am impressed with the possibilities of a mini McArthur award approach. I am also impressed with the possibilities of the skimming notion discussed during our budget meetings. What would happen if you would skim \$50,000 out of the salary increment pot so that this money would not be of extra expense to the University? You could use these funds for five to eight large increments for meritorious service over a period of many years. The increments would not be a single award, i.e., \$10,000 cash prize, but rather an increment to salary while at the University of Dayton.

One would have to be very careful about how the funds were awarded, i.e., who made the decisions and on what basis. The Academic Senate would have to be involved in the development of such an award system and perhaps in the appointment of a committee to choose the recipients. Awards may or may not all be given in any one year.

I think the awards would have to be large enough to make a fundamental difference in the quality of life of the recipient and her/his family. The award should be available to all members of the University family--faculty, staff, etc. The awards should be granted on the basis of long and consistently meritorious service to the University via whatever the responsibilities of the recipient happen to be. Speaking only for faculty awards, I think only tenured faculty should be considered. Records of service over at least a ten year period should be considered. Similar standards of performance should be applied to all recipients and if such standards are not in evidence the awards should not be made for a particular year.

Needless to say, this is but a sketchy idea needing much development and discussion as to its merits and pitfalls. It would be a way to use existing resources to help address the problem of persons who labor long and hard in our fields and do not get their just reward.

Sincerely,



Stanley L. Saxton, Ph.D.
Chairperson
Department of Sociology
and Anthropology

SLS:ns

cc: Bro. Raymond Fitz, S.M.
Executive Committee, Academic Senate